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# AGBIZ PROGRAM

## PERFORMANCE MONITORING PLAN

### APPENDIX I: PERFORMANCE INDICATOR REFERENCE SHEET

OCTOBER 2012

This publication was produced for review by the United States Agency for International Development.  
It was prepared by Tetra Tech ARD

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#### **DISCLAIMER**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



# TABLE OF CONTENTS

1. VALUE OF INCREMENTAL SALES (COLLECTED AT FARM-LEVEL) .....	9
2. PERCENT CHANGE IN VALUE OF TOTAL SALES .....	10
1.1.1 VALUE OF SALES OF TARGETED AGRICULTURAL COMMODITIES AS A RESULT OF USG ASSISTANCE .....	11
1.1.2 VOLUME OF SALES OF TARGETED AGRICULTURAL COMMODITIES AS A RESULT OF USG ASSISTANCE .....	12
1.1.1.1 NUMBER OF NEW VARIETIES AND PRODUCTS FROM THE SUPPORTED VCS DEVELOPED .....	13
1.1.1.2 NUMBER OF NEW EXPORTERS AND NEW PARTICIPANTS IN THE SUPPORTED VALUE CHAINS .....	14
1.1.1.3 NUMBER OF EXPORT CAPACITY ENHANCEMENT ACTIVITIES FOR INVEST MACEDONIA .....	15
1.2.1 NUMBER OF PRIVATE SECTOR FIRMS THAT HAVE IMPROVED MANAGEMENT PRACTICES AS A RESULT OF USG ASSISTANCE .....	16
1.2.2 NUMBER OF NEW TECHNOLOGIES OR MANAGEMENT PRACTICES INTRODUCED .....	17
1.2.1.1 NUMBER OF FORMAL DELIVERY CONTRACTS MADE BY SUPPORTED VC PARTICIPANTS .....	18
1.2.1.2 NUMBER OF INDIVIDUALS WHO HAVE RECEIVED USG SUPPORTED SHORT-TERM AGRICULTURAL TRAINING .....	19
1.2.1.3 NUMBER OF CAPACITY-BUILDING SERVICE PROVIDERS RECEIVING USG ASSISTANCE .....	20
1.3.1 NUMBER OF POLICY REFORMS/REGULATIONS/ADMINISTRATIVE PROCEDURES DRAFTED AND PRESENTED FOR PUBLIC/STAKEHOLDER CONSULTATION AS A RESULT OF USG ASSISTANCE .....	21
1.3.1.A NUMBER OF POLICY AND INSTITUTIONAL REFORM NEED IDENTIFIED .....	22
1.3.1.1 NUMBER OF STRATEGIES, PLANS AND ASSESSMENTS FOR ENHANCING THE COMPETITIVENESS OF THE AgBiz-SUPPORTED VALUE CHAINS DEVELOPED .....	23
1.3.1.2 NUMBER OF SECTOR EXPORT PROMOTION STRATEGIES DEVELOPED .....	24
1.3.1.3 NUMBER OF ADVOCACY CAPACITY BUILDING ACTIVITIES IMPLEMENTED .....	25
1.3.1.4 NUMBER OF VC ENTITIES WHO HAVE RECEIVED ADVOCACY CAPACITY BUILDING TRAINING .....	26
1.3.1.5 NUMBER OF INDIVIDUALS WHO HAVE RECEIVED ADVOCACY CAPACITY BUILDING TRAINING .....	27
1.4.1 VALUE OF LOANS FACILITATED FROM NON-DCA AND DCA-SUPPORTED FINANCE INSTITUTIONS .....	28
1.4.1.1 NUMBER OF MSMEs RECEIVING USG ASSISTANCE TO ACCESS BANK LOANS OR PRIVATE EQUITY .....	29
1.4.1.2 VALUE OF CUSTOMER FINANCING NEED IDENTIFIED .....	30
1.4.1.3 VALUE OF VALUE CHAIN PARTICIPANTS INVESTMENT STIMULATED .....	31



# ACRONYMS AND ABBREVIATIONS

B2B	Business to Business
BSP	Business Services Provider
CoP	Chief of Party
COR	Contracting's Officer Representative
CY	Calendar Year
DCoP	Deputy Chief of Party
FACTS	Foreign Assistance Coordination and Tracking System
FF&V	Fresh Fruits and Vegetables
FY	Fiscal Year
IR	Intermediate Result
ISC	Integrated Supply Chain
LA	Lead Actor
LF	Lead Facilitator
M&E	Monitoring and Evaluation
MKD	Macedonian denars
MT	Metric Tons
PIRS	Performance Indicator Reference Sheet
PMP	Performance Monitoring Plan
PSDS	Private Sector Development Specialist
PV	Processed Vegetables
MSME	Micro, Small and Medium Enterprises
TtARD	Tetra Tech ARD
USG	United States Government
USAID	United States Agency for International Development
VC	Value Chain





# DETAILED INFORMATION ON AGBIZ PMP INDICATORS

Following are abbreviated Indicator Reference Sheets that define indicators and detail data collection. The format has been adapted from the FACTS indicator reference sheets for the Program Results Categories.

Performance Indicator Reference Sheet:	
I. VALUE OF INCREMENTAL SALES (COLLECTED AT FARM-LEVEL)	
<b>Overall Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> N/A	
<b>Indicator Title:</b> Value of incremental sales (collected at farm-level)	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> The value of incremental sales indicates the value of the total amount of agricultural products sold by farm households relative to a base year and can be calculated based on the total quantity sold of a crop times the crop price</p> <p><b>Unit of Measure:</b> US dollars</p> <p><b>Type:</b> Outcome</p> <p><b>Disaggregated by:</b> Value Chain</p> <p><b>Rationale:</b> Value (in US dollars) of purchases from smallholders of targeted commodities is a measure of the competitiveness of those smallholders. This measurement also helps track access to markets and progress toward commercialization by subsistence and semi-subsistence smallholders. Improving markets will contribute to increased productivity and production. Improved competitiveness will contribute to Overall Objective of increased incomes for all types of participants in selected agricultural value chains</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs will track the value of incremental sales using a Quarterly Progress Report form</p> <p><b>Data Source(s):</b> Selected FF&amp;V and PV VC Lead Actors participating in the Integrated Supply Chain Concept</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, collected and spot verified data submitted to AgBiz by the 10<sup>th</sup> of the selected month (January, April, July, October) following the end of reporting period</p> <p><b>Individual(s) Responsible:</b> VC LFs' M&amp;E designated person; at AgBiz: Private Sector Development Specialist and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\LEAD ACTORS DATA and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables included in the AgBiz FY'12 and FY'13 Second Quarter Reports</p> <p><b>Review of Data:</b> Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&amp;E Manager</p> <p><b>Reporting of Data:</b> Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<p><b>Baseline value:</b> \$16,051,035 (Cumulative value of selected Lead Actors from both AgBiz supported Value Chains)</p> <p><b>Baseline Year:</b> 2010</p>	

Performance Indicator Reference Sheet:	
2. PERCENT CHANGE IN VALUE OF TOTAL SALES	
<b>Overall Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> N/A	
<b>Indicator Title:</b> Percent change in value of total sales	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> The increase (or decrease) in value (in US Dollars) of sales of targeted commodities to domestic market, all other countries in the region and international markets relative to a base year. The increase/decrease in total sales over the base line year, expressed as a percentage increase/decrease.</p> <p>Increase = [(sales current year minus sales base line year)/sales baseline year] x 100</p> <p>The LoP Increase = (Sum of percentage increase of 2011/2010 and 2012/2010)/2</p> <p><b>Unit of Measure:</b> Percent change in value of total sales from the baseline year</p> <p><b>Type:</b> Outcome</p> <p><b>Disaggregated by:</b> Domestic and Export (Regional and International) Sales; Value Chain (Cumulative value of sales also includes the value of planting material sold to domestic market)</p> <p><b>Rationale:</b> The percentage sales growth to all markets indicates the extent to which AgBiz support to customers is enabling them to compete on cost, presentation and quality across all markets. It signifies comparative level of improving market penetration and the extent of the Program's contribution to increasing incomes to all participants in the selected value chains</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs will track the percent change in value of total sales using a Quarterly Progress Report form</p> <p><b>Data Source(s):</b> Selected FF&amp;V and PV Value Chain Lead Actors participating in the Integrated Supply Chain Concept</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, collected and spot verified data submitted to AgBiz by the 10<sup>th</sup> of the selected month (January, April, July, October) following the end of reporting period</p> <p><b>Individual(s) Responsible:</b> VC LFs' M&amp;E designated person; at AgBiz: PSDS and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\LEAD ACTORS DATA and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Comparative analysis of selected Calendar Year relative to a Baseline Year; VC LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports</p> <p><b>Review of Data:</b> Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&amp;E Manager</p> <p><b>Reporting of Data:</b> Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<p><b>Baseline value:</b> \$33,257,142 (Cumulative value of selected Lead Actors from both AgBiz supported Value Chains, including the value of planting material sold to domestic market )</p> <p><b>Baseline Year:</b> 2010</p>	

Performance Indicator Reference Sheet:	
1.1.1 VALUE OF SALES OF TARGETED AGRICULTURAL COMMODITIES AS A RESULT OF USG ASSISTANCE	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.1 Increased domestic and export sales resulting from the activities of local partners	
<b>Indicator Title:</b> Value of sales of targeted agricultural commodities as a result of USG assistance	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> The value of sales of targeted commodities to domestic market, all other countries in the region and international markets</p> <p><b>Unit of Measure:</b> US Dollars</p> <p><b>Type:</b> Outcome</p> <p><b>Disaggregated by:</b> Domestic and Export (Regional and International) Sales; Value Chain (Cumulative value of sales also includes the value of planting material sold to domestic market)</p> <p><b>Rationale:</b> The increase in sales to domestic markets (including sales of planting materials) indicates that Lead Actors' products are becoming at least as attractive as imported ones, and that Macedonian agribusinesses can effectively compete on domestic markets. Serbia, Kosovo, Monte Negro, Croatia, Bosnia and Herzegovina and Albania are traditional regional markets for current exports, so these markets must be at least retained. The increase in sales to regional markets indicates that LA's products are becoming more competitive in regional markets, and that Macedonian agribusinesses can effectively compete in these markets. International markets (EU and third countries) are the main source of export growth for Macedonian agribusinesses. Increased sales to international markets indicate that Macedonian agribusinesses are able to successfully compete in terms of price, presentation and quality with international competitors. Increased agricultural trade is one of the end results of efficient markets and improving markets will contribute to increased productivity and sales</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs will track the increase in value of total sales using a Quarterly Progress Report form</p> <p><b>Data Source(s):</b> Selected FF&amp;V and PV Value Chain Lead Actors participating in the Integrated Supply Chain Concept</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, collected and spot verified data submitted to AgBiz by the 10<sup>th</sup> of the selected month (January, April, July, October) following the end of reporting period</p> <p><b>Individual(s) Responsible:</b> VC LFs' M&amp;E designated person; at AgBiz: PSDS and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\LEAD ACTORS DATA and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports</p> <p><b>Review of Data:</b> Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&amp;E Manager</p> <p><b>Reporting of Data:</b> Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<p><b>Baseline value:</b> \$33,257,142 (Cumulative value of selected Lead Actors from both AgBiz supported Value Chains, including the value of planting material sold to domestic market )</p> <p><b>Baseline Year:</b> 2010</p>	

Performance Indicator Reference Sheet:	
I.1.2 VOLUME OF SALES OF TARGETED AGRICULTURAL COMMODITIES AS A RESULT OF USG ASSISTANCE	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> I.1 Increased domestic and export sales resulting from the activities of local partners	
<b>Indicator Title:</b> Volume of sales of targeted agricultural commodities as a result of USG assistance	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> The volume of sales of targeted commodities to domestic market, all other countries in the region and international markets</p> <p><b>Unit of Measure:</b> Volume (in Metric Tons)</p> <p><b>Type:</b> Outcome</p> <p><b>Disaggregated by:</b> Domestic and Export (Regional and International) Sales; Value Chain  <i>(Cumulative volume of sales is also disaggregated by number of pieces of planting material sold to domestic market)</i></p> <p><b>Rationale:</b> The increase in volume of sales to domestic markets (including number of pieces of planting materials) indicates that Lead Actors' products are becoming at least as attractive as imported ones, and that Macedonian agribusinesses can effectively compete on domestic markets. Serbia, Kosovo, Monte Negro, Croatia, Bosnia and Herzegovina and Albania are traditional regional markets for current exports, so these markets must be at least retained. The increase in sales to regional markets indicates that LA's products are becoming more competitive in regional markets, and that Macedonian agribusinesses can effectively compete in these markets. International markets (EU and third countries) are the main source of export growth for Macedonian agribusinesses. Increased sales to international markets indicate that Macedonian agribusinesses are able to successfully compete in terms of price, presentation and quality with international competitors. Increased productivity of agricultural sector and commercialization is an important step towards increasing rural incomes.</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs will track the increase in volume of total sales using a Quarterly Progress Report form</p> <p><b>Data Source(s):</b> Selected FF&amp;V and PV Value Chain Lead Actors participating in the Integrated Supply Chain Concept</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, collected and spot verified data submitted to AgBiz by the 10<sup>th</sup> of the selected month (January, April, July, October) following the end of reporting period</p> <p><b>Individual(s) Responsible:</b> VC LFs' M&amp;E designated person; at AgBiz: PSDS and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\LEAD ACTORS DATA and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports</p> <p><b>Review of Data:</b> Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&amp;E Manager</p> <p><b>Reporting of Data:</b> Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<p><b>Baseline value:</b> 36,167 MT and 64,080 pieces of planting material</p> <p><b>Baseline Year:</b> 2010</p>	

Performance Indicator Reference Sheet:	
1.1.1.1 NUMBER OF NEW VARIETIES AND PRODUCTS FROM THE SUPPORTED VCS DEVELOPED	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.1 Increased domestic and export sales resulting from the activities of local partners	
<b>Indicator Title:</b> Number of new varieties and products from the supported VCs developed	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of new varieties (sorts, types) and products (product line or design of a new brand, label or packaging). Developed means identified, introduced, produced, processed/packed, and marketed</p> <p><b>Unit of Measure:</b> Number of varieties; products</p> <p><b>Type:</b> Output (Activity Level Indicator)</p> <p><b>Disaggregated by:</b> Value Chain</p> <p><b>Rationale:</b> Identification, introduction, production, processing/packaging and marketing of new varieties and products will increase the diversification of fresh and processed products' range. By employing the potential for developing new varieties and products, VC participants will increase production and improve reliability of supply and quality, becoming more competitive on the market.</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs using selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> VCs participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p><b>Individual(s) Responsible:</b> : VC LFs' M&amp;E designated person; at AgBiz: PSDS and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple counting of new varieties and products developed; VC LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when new varieties and products are developed	

Performance Indicator Reference Sheet:	
1.1.1.2 NUMBER OF NEW EXPORTERS AND NEW PARTICIPANTS IN THE SUPPORTED VALUE CHAINS	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.1 Increased domestic and export sales resulting from the activities of local partners	
<b>Indicator Title:</b> Number of new exporters and new participants in the supported value chains	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of value chain participants that obtained sales contracts in new and existing markets, any new outlets VC products enter or producers became new suppliers to aggregators and exporters</p> <p><b>Unit of Measure:</b> Number of exporters; participants</p> <p><b>Type:</b> Output (Activity Level Indicator)</p> <p><b>Disaggregated by:</b> Value Chain</p> <p><b>Rationale:</b> The Integrated Supply Chain concept and implemented Activities will be inclusive and broad-based with positive results at all levels of the chain, from producers at the bottom, processors/aggregators in the middle, to exporters at the top that will be assisted to obtain new contracts in new and existing markets. This demonstrates both growth of the VC and confidence in the VC by participants. Expanded participation in a given value chain will contribute to increased market presence and will increase incomes of all participants</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs using a Quarterly Progress Report form and selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> VCs participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity; and 2) Quarterly, obtained from LAs collected and spot verified data submitted to AgBiz by the 10<sup>th</sup> of the selected month (January, April, July, October) following the end of reporting period</p> <p><b>Individual(s) Responsible:</b> VC LFs' M&amp;E designated person; at AgBiz: PSDS and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\LEAD ACTORS DATA and L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports</p> <p><b>Review of Data:</b> Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&amp;E Manager</p> <p><b>Reporting of Data:</b> Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<p><b>Baseline value:</b> The baseline is "0"; benefits accrue only when new value chain participant obtain sales contracts in new and existing markets or producer become new supplier to aggregator</p>	

Performance Indicator Reference Sheet:	
I.1.1.3 NUMBER OF EXPORT CAPACITY ENHANCEMENT ACTIVITIES FOR INVEST MACEDONIA	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> I.1 Increased domestic and export sales resulting from the activities of local partners	
<b>Indicator Title:</b> Number of export capacity enhancement activities for Invest Macedonia	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of export capacity enhancement activities that Invest Macedonia staff participated in, including trade fairs, targeted B2B meetings with potential buyers and investigations of market opportunities for entering new or expanding current markets</p> <p><b>Unit of Measure:</b> Number of activities</p> <p><b>Type:</b> Output (Custom Indicator)</p> <p><b>Disaggregated by:</b> None</p> <p><b>Rationale:</b> In order to increase the global market presence of Macedonia exporters and their products in foreign markets, AgBiz will increase the knowledge and capacity of Invest Macedonia trade promoters related to selected value chains.</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs using selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> VC LFs implementing export capacity enhancement activities</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p><b>Individual(s) Responsible:</b> : VC LFs' M&amp;E designated person; at AgBiz: DCoP Private Sector Liaison and Access to Finance; PSDS and M&amp;E Managers</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of total export capacity enhancement activities implemented by AgBiz/LFs; LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by VC LFs and AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when Invest Macedonia staff participate in export capacity enhancement activity	
<b>F. Other Notes</b>	
<p>The planned support to Invest Macedonia to build the capacity for their employees to support export promotion depends on the recent developments related to the restructuring of the agency and potential selection of agriculture as their priority. The Program will continue to closely coordinate with Invest Macedonia and as soon as this is clarified and commitment to cooperate confirmed, AgBiz will include IM in its VC activities regarding Export Promotion and, in coordination with IDEAS, will develop suitable capacity building activities for the IM staff</p>	

Performance Indicator Reference Sheet:	
1.2.1 NUMBER OF PRIVATE SECTOR FIRMS THAT HAVE IMPROVED MANAGEMENT PRACTICES AS A RESULT OF USG ASSISTANCE	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
<b>Indicator Title:</b> Number of private sector firms that have improved management practices as a result of USG assistance	
<b>Date Established:</b> November, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> This indicator measures the number of firms receiving USG assistance that improved their management practices (financial management, strategic planning, marketing, or sales) the past year.</p> <p>Private sector firms include: AgBiz supported FF&amp;V and PV Lead Actors, including participants in their Integrated Supply Chain concept (producers/farmers<sup>1</sup>, input suppliers, traders, etc. with whom LAs make formal contracts), AgBiz subcontracted Lead Facilitators and firms facilitated in accessing to sources of financing</p> <p><b>Unit of Measure:</b> Number of private sector firms</p> <p><b>Type:</b> Outcome</p> <p><b>Disaggregated by:</b> Value Chain</p> <p><b>Rationale:</b> Firms improve their productivity, and in turn their competitiveness, by adopting improved management practices.</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs using a Quarterly Progress Report Form and Access to Finance LF using selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> VC participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, collected and spot verified data submitted to AgBiz by the 10<sup>th</sup> of the selected month (January, April, July, October) following the end of reporting period</p> <p><b>Individual(s) Responsible:</b> : LFs' M&amp;E designated person; at AgBiz: DCoP Private Sector Liaison and Access to Finance; PSDS and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\LEAD ACTORS DATA and L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of firms that have improved management practices; LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by LFs and AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when private sector firm improve management practices as a result of USG assistance	
<b>E. Other Notes</b>	
In November, due to Agency's updated monitoring and evaluation policy this Standard Indicator was introduced and selected to be for USAID/Macedonia reporting purposes through annual Operational Plans and Performance Reports under Program Element 4.6.2 Private Sector Productive Capacity and targets were set accordingly. In addition, this Indicator kept the number 1.2.1 of AgBiz PMP Indicators' list of the replaced Indicator "Number of firms receiving USG supported assistance to improve their management practices"	

<sup>1</sup> The definition of a microenterprise has been revised effective January 2008. The new definition as per USAID's Automated Directives System (ADS) 219 on Microenterprise Development is as follows: "A very small enterprise owned and operated by poor people, usually in the informal sector. For USAID program purposes, the term is restricted to enterprises with 10 or fewer workers, including the micro entrepreneur and any unpaid family workers. Crop production activities, previously excluded from the scope of the definition, are now included as long as they otherwise qualify on the basis of enterprise size and the economic status of the owner-operator and employees."



Performance Indicator Reference Sheet:	
1.2.2 NUMBER OF NEW TECHNOLOGIES OR MANAGEMENT PRACTICES INTRODUCED	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
<b>Performance Indicator:</b> Number of new technologies or management practices introduced	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of technologies or management practices introduced. Technologies to be counted here are agriculture-related technologies and innovations stretching from input supply and production through marketing and processing to domestic consumption and exports. Farm level: New varieties, cultivation techniques and technologies, or farming. At the aggregator and processing levels: improved sorting and grading, improved warehouse management or cold storage, more efficient technologies, and at the sales level: improved packaging and branding. Any training, consulting or capacity building conducted by AgBiz</p> <p><b>Unit of Measure:</b> Number of technologies; practices</p> <p><b>Type:</b> Outcome</p> <p><b>Disaggregated by:</b> Value Chain</p> <p><b>Rationale:</b> This indicator tracks research, management and technology investment and progress toward dissemination</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> LFs using selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> VC participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p><b>Individual(s) Responsible:</b> : LFs' M&amp;E designated person; at AgBiz: PSDS, DCoP and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of technologies of management practices introduced; LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when new technology or management practice are introduced	

Performance Indicator Reference Sheet:	
1.2.1.1 NUMBER OF FORMAL DELIVERY CONTRACTS MADE BY SUPPORTED VC PARTICIPANTS	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
<b>Indicator Title:</b> Number of formal delivery contracts made by supported VC participants	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of contracts made, including inputs or services provided between the raw materials buyers and suppliers (may include buyer provision of planting materials, crop protection or fertilizer, and technical advice such as harvest timing and post-harvest handling best practices to a grower from whom they will purchase raw materials)</p> <p><b>Unit of Measure:</b> Number of contracts</p> <p><b>Type:</b> Output (Activity Level Indicator)</p> <p><b>Disaggregated by:</b> Value Chain</p> <p><b>Rationale:</b> AgBiz targets assistance to the weakest links of targeted value chains by strengthening vertical and horizontal linkages within assisted value chains. This indicator demonstrates emerging stability of the value chain, especially at the production level. Value chains are made up of both transactions and relationships and Delivery Contracts reinforce both, improving the competitiveness and productivity of selected value chains</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs will track the number of delivery contracts made using a Quarterly Progress Report form</p> <p><b>Data Source(s):</b> Selected FF&amp;V and PV Value Chain Lead Actors participating in the Integrated Supply Chain Concept</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, collected and spot verified data submitted to AgBiz by the 10<sup>th</sup> of the selected month (January, April, July, October) following the end of reporting period</p> <p><b>Individual(s) Responsible:</b> Value Chain Lead Facilitators' M&amp;E designated person; at AgBiz: PSDS and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\LEAD ACTORS DATA and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports</p> <p><b>Review of Data:</b> Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&amp;E Manager</p> <p><b>Reporting of Data:</b> Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<p><b>Baseline value:</b> 738</p> <p><b>Baseline Year:</b> 2010</p>	

Performance Indicator Reference Sheet:	
1.2.1.2 NUMBER OF INDIVIDUALS WHO HAVE RECEIVED USG SUPPORTED SHORT-TERM AGRICULTURAL TRAINING	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
<b>Indicator Title:</b> Number of individuals who have received USG supported short-term agricultural training	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> The number of people to whom significant knowledge or skills have been imparted through formal or informal means. In-country and off-shore training is included. Knowledge or skills gained through technical assistance activities is included. Individuals attending more than one training are counted as many times as they attend training</p> <p><i>* Given that AgBiz will be also facilitating access to financial resources for the agricultural sector, this Indicator will include individuals that will gain knowledge and technical assistance in best financial practices, advice on bank lending requirements and procedures to obtain bank loans</i></p> <p><b>Unit of Measure:</b> Number of people</p> <p><b>Type:</b> Output (Activity Level Indicator)</p> <p><b>Disaggregated by:</b> Gender; Value Chain</p> <p><b>Rationale:</b> This indicator measures enhanced human capacity which is key to transformational development</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> LFs using a selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> VC participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p><b>Individual(s) Responsible :</b> LFs' M&amp;E designated person; at AgBiz: PSDS, DCoP and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of individuals to whom significant knowledge or skills have been imparted; LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when individual receives training	

Performance Indicator Reference Sheet:	
1.2.1.3 NUMBER OF CAPACITY-BUILDING SERVICE PROVIDERS RECEIVING USG ASSISTANCE	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
<b>Indicator Title:</b> Number of capacity-building service providers receiving USG assistance	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Capacity building service providers are those organizations which provide market analysis, market development, and other trade-related business development services to firms. Capacity built of LF/BSPs by providing assistance for initiating, implementing, monitoring, budgeting, compliance and overall VC work management. Assistance may include mentoring, training, or other assistance provided by AgBiz</p> <p><b>Unit of Measure:</b> Number of service providers</p> <p><b>Type:</b> Output (Activity Level Indicator)</p> <p><b>Disaggregated by:</b> None</p> <p><b>Rationale:</b> A healthy trade and investment climate requires firms to be able to obtain and use market and trade-related information to increase their productivity. This indicator measures the presence of organizations that can provide such information, analysis and accompanying assistance. AgBiz builds the capacity of local BSPs by using them to implement value chain upgrading activities and/or entire project components.</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> LFs using a selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> All capacity-building service providers participating in AgBiz supported Activities</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity, selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p><b>Individual(s) Responsible:</b> : LFs' M&amp;E designated person; at AgBiz: PSDS, DCoP an M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count; LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when capacity-building service provider receives assistance	

Performance Indicator Reference Sheet:	
I.3.1 NUMBER OF POLICY REFORMS/REGULATIONS/ADMINISTRATIVE PROCEDURES DRAFTED AND PRESENTED FOR PUBLIC/STAKEHOLDER CONSULTATION AS A RESULT OF USG ASSISTANCE	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> I.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
<b>Indicator Title:</b> Number of policy reforms/regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
A. Description	
<p><b>Definition:</b> Number of agricultural enabling environment policies/regulations/administrative procedures in the areas of agricultural resource, food, market standards &amp; regulation, and public investment that underwent the second stage of the policy reform process (public debate and/or consultation with stakeholders on the proposed new or revised policy/regulation/administrative procedure)</p> <p><b>Unit of Measure:</b> number of policies/regulations/administrative procedures presented for public consultation</p> <p><b>Type:</b> Outcome</p> <p><b>Disaggregated by:</b> None</p> <p><b>Rationale:</b> The indicator measures the number of policies/regulations/administrative procedures at the second stage of progress towards an enhanced enabling environment for agriculture and its specific policy sectors</p>	
B. Plan for Data Collection	
<p><b>Data Collection Method:</b> AgBiz Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> LFs and/or GoM's any ministry, office or parastatal/Implementing partners</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p><b>Individual(s) Responsible:</b> DCoP Private Sector Liaison and Access to Finance Manager and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
C. Plan for Data Analysis, Reporting, and Review	
<p><b>Data Analysis:</b> Simple count of agricultural enabling environment policies/regulations/administrative procedures</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
D. Performance Data Table	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when a policy/regulation/administrative procedure is presented for public consultation	

Performance Indicator Reference Sheet:	
1.3.1.A NUMBER OF POLICY AND INSTITUTIONAL REFORM NEED IDENTIFIED	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
<b>Indicator Title:</b> Number of Policy and Institutional Reform Need (PIRN) Identified	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Policy and Institutional Reform Needs that obstruct the competitive development of the VCs identified by all private sector representatives</p> <p><b>Unit of Measure:</b> Number of PIRNs identified</p> <p><b>Type:</b> Output (Custom Indicator)</p> <p><b>Disaggregated by:</b> None</p> <p><b>Rationale:</b> PIRNs identified will be further prioritized; analyzed and solutions for improvement to the relevant institutions or policy makers will be recommended, thus reducing constraints to the growth of the agriculture sector</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> LFs using a PIRN identification form submitted to AgBiz DCoP Private Sector Liaison and Access to Finance Manager for further analyses and prioritization</p> <p><b>Data Source(s):</b> VC and non-VC Lead Facilitators who will be in ongoing contact with the VC participants from all levels</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, summarized annually</p> <p><b>Individual(s) Responsible:</b> DCoP Private Sector Liaison and Access to Finance Manager and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of PIRNs identified; DCoP Private Sector Liaison and Access to Finance Manager</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when a PIRN is identified	

Performance Indicator Reference Sheet:	
1.3.1.1 NUMBER OF STRATEGIES, PLANS AND ASSESSMENTS FOR ENHANCING THE COMPETITIVENESS OF THE AGBIZ-SUPPORTED VALUE CHAINS DEVELOPED	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
<b>Indicator Title:</b> Number of strategies, plans and assessments for enhancing the competitiveness of the AgBiz-supported value chains developed	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of analysis and specific investment strategies being developed (for example, plans for accelerating the EU approximation process, revision of the Rural Development Program, development of supportive measures for LEADER, support in preparation of secondary legislation, etc.) thus creating firm legal ground for enhancing the competitiveness of the AgBiz-supported value chains</p> <p><b>Unit of Measure:</b> Number of strategies, plans and assessments</p> <p><b>Type:</b> Output (Activity Level Indicator)</p> <p><b>Disaggregated by:</b> None</p> <p><b>Rationale:</b> MAFWE's Minister's cabinet and relevant departments will increase their technical capacity and achieve strategic and long-term results by creating firm legal ground for enhancing the competitiveness of the AgBiz-supported value chains</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> AgBiz DCoP Private Sector Liaison and Access to Finance Manager using a selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> MAFWE's Minister's cabinet</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p><b>Individual(s) Responsible:</b> : DCoP Private Sector Liaison and Access to Finance Manager and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count by DCoP Private Sector Liaison and Access to Finance Manager</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when a strategy, plan and assessment is developed	

Performance Indicator Reference Sheet:	
1.3.1.2 NUMBER OF SECTOR EXPORT PROMOTION STRATEGIES DEVELOPED	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
<b>Indicator Title:</b> Number of Sector Export Promotion Strategies developed	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of Export promotion strategies developed for targeted VCs in cooperation with Invest Macedonia and Program partners</p> <p><b>Unit of Measure:</b> Number of Sector Export Promotion Strategies</p> <p><b>Type:</b> Output (Custom Indicator)</p> <p><b>Disaggregated by:</b> None</p> <p><b>Rationale:</b> The Export Marketing Plans for both VCs will enable a more coordinated approach to export promotion and will enhance the capacity of Invest Macedonia to facilitate and gradually take over the managing of Export promotion</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> LF using a selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> PV and FF&amp;V VCs stakeholders, Invest Macedonia, Government bodies and other relevant entities</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p><b>Individual(s) Responsible:</b> DCoP Private Sector Liaison and Access to Finance Manager and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count; DCoP Private Sector Liaison and Access to Finance Manager</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when a SEMP is developed	
<b>F. Other Notes</b>	
<p>The selection of LF and launch of this component was delayed due to the current situation in the Agency Invest Macedonia. After reviewing the development of structural changes in the Agency Invest Macedonia i.e. change of the management, delayed restructuring and employment, and considering the fact that for this component a significant involvement of relevant IM staff is needed, USAID recommended that the initiative be put on hold until further discussion with new IM management and confirmation of their commitment to future cooperation.</p>	



Performance Indicator Reference Sheet:	
1.3.1.3 NUMBER OF ADVOCACY CAPACITY BUILDING ACTIVITIES IMPLEMENTED	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
<b>Indicator Title:</b> Number of advocacy capacity building activities implemented	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> This indicator measures the number of activities that will be implemented aiming to develop the capacity of local partners to advocate for reforms including government policies, regulations, and laws</p> <p><b>Unit of Measure:</b> Number of activities</p> <p><b>Type:</b> Output (Custom Indicator)</p> <p><b>Disaggregated by:</b> None</p> <p><b>Rationale:</b> Increased organizational and advocacy capacity of private sector associations, and effective methodology for efficient and effective public private dialogue developed will create successful policy and institutional reform initiatives and measures that will reduce constraints to the growth of the agriculture sector</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> LF using a selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> Post Activity Evaluation Form and Activity Results Report</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity; and Activity Results Report submitted within seven days</p> <p><b>Individual(s) Responsible:</b> LF designated M&amp;E person, DCoP Private Sector Liaison and Access to Finance Manager and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of Activities implemented; by Lead Facilitator</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when an activity is being implemented	

Performance Indicator Reference Sheet:	
I.3.1.4 NUMBER OF VC ENTITIES WHO HAVE RECEIVED ADVOCACY CAPACITY BUILDING TRAINING	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> I.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
<b>Indicator Title:</b> Number of VC entities who have received advocacy capacity building training	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of entities to whom capacity to advocate for policy and institutional reform has been developed through formal means. Entities means VC participants, umbrella associations, trade and producers organizations and relevant GoM bodies</p> <p><b>Unit of Measure:</b> Number of entities</p> <p><b>Type:</b> Output (Custom Indicator)</p> <p><b>Disaggregated by:</b> None</p> <p><b>Rationale:</b> Increased organizational and advocacy capacity of private sector associations, and effective methodology for efficient and effective public private dialogue developed will create successful policy and institutional reform initiatives and measures that will reduce constraints to the growth of the agriculture sector</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> LF using a selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> Post Activity Evaluation Form integrating data obtained from the List of Participants Form and Participant Evaluation Form and Activity Results Report</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity; and Activity Results Report submitted within seven days</p> <p><b>Individual(s) Responsible:</b> LF designated M&amp;E person, DCoP Private Sector Liaison and Access to Finance Manager and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of VC entities; LF assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when an entity received advocacy capacity building training	

Performance Indicator Reference Sheet:	
1.3.1.5 NUMBER OF INDIVIDUALS WHO HAVE RECEIVED ADVOCACY CAPACITY BUILDING TRAINING	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
<b>Indicator Title:</b> Number of individuals who have received advocacy capacity building training	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of individuals participating in learning activities and/or trainings intended for teaching or imparting knowledge to advocate for reforms in the business environment</p> <p><b>Unit of Measure:</b> Number of individuals</p> <p><b>Type:</b> Output (Custom Indicator)</p> <p><b>Disaggregated by:</b> Gender</p> <p><b>Rationale:</b> Increased organizational and advocacy capacity of representatives from GoM and private sector associations, and effective methodology for efficient and effective public private dialogue developed will create successful policy and institutional reform initiatives and measures that will reduce constraints to the growth of the agriculture sector</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> LF using a selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> Post Activity Evaluation Form integrating data obtained from the List of Participants Form and Participant Evaluation Form and Activity Results Report</p> <p><b>Timing and Frequency of Data Collection:</b> Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity; and Activity Results Report submitted within seven days</p> <p><b>Individual(s) Responsible:</b> LF designated M&amp;E person, DCoP Private Sector Liaison and Access to Finance Manager and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of individuals; LF assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when an individual has received advocacy capacity building training	

Performance Indicator Reference Sheet:	
1.4.1 VALUE OF LOANS FACILITATED FROM NON-DCA AND DCA-SUPPORTED FINANCE INSTITUTIONS	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.4 Increased Access to Finance In the Agriculture Sector Resulting from the Activities of Private Sector Partners	
<b>Indicator Title:</b> Value of loans facilitated from non-DCA and DCA-supported finance institutions	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<b>Definition:</b> Value of financing received by the VC participants through non-DCA and DCA-supported finance institutions <b>Unit of Measure:</b> US Dollars <b>Type:</b> Outcome <b>Disaggregated by:</b> Non-DCA and DCA supported finance institutions <b>Rationale:</b> Increased use of loans by value chain actors from a variety of sources (e.g. USAID Development Credit Authority (DCA) banks, IPARD, etc.) will increase access to finance in the agriculture sector	
<b>B. Plan for Data Collection</b>	
<b>Data Collection Method:</b> Access to Finance LF using an Access to Finance Facilitated Form <b>Data Source(s):</b> Interviews with VC participants and the financial institutions they applied to <b>Timing and Frequency of Data Collection:</b> Quarterly, summarized annually <b>Individual(s) Responsible:</b> : Access to Finance LF's M&E designated person; at AgBiz: DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager <b>Data Filing:</b> Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<b>Data Analysis:</b> Simple count of value of loans facilitated; Access to Finance LF assisted by AgBiz <b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports <b>Review of Data:</b> Reviewed quarterly, summarized annually by Access to Finance Lead Facilitator and AgBiz <b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when access to certain value of loan is facilitated	

Performance Indicator Reference Sheet:	
1.4.1.1 NUMBER OF MSMES RECEIVING USG ASSISTANCE TO ACCESS BANK LOANS OR PRIVATE EQUITY	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.4 Increased Access to Finance In the Agriculture Sector Resulting from the Activities of Private Sector Partners	
<b>Indicator Title:</b> Number of MSMEs receiving USG assistance to access bank loans or private equity	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Number of enterprises (including farmers) that received USG assistance (through Lead Facilitators) to access to sources of financing. USG assistance may include partial loan guarantee programs or any support facilitation the receipt of a loan or other equity. A bank is any registered financial institution including micro-finance institutions/banks, commercial banks, and any other financial institution that makes loans</p> <p><b>Unit of Measure:</b> Number of MSMEs</p> <p><b>Type:</b> Output (Activity Level Indicator)</p> <p><b>Disaggregated by:</b> Value Chain</p> <p><b>Rationale:</b> Firms improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> Access to Finance LF using an Access to Finance Facilitated Form</p> <p><b>Data Source(s):</b> Interviews with VC participants and the financial institutions they applied to</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, summarized annually</p> <p><b>Individual(s) Responsible:</b> : Access to Finance LF's M&amp;E designated person; at AgBiz: DCoP Private Sector Liaison and Access to Finance Manager and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of SMEs assisted; Access to Finance LF assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by Access to Finance Lead Facilitator and AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0"; benefits accrue only when MSME/farmer receive assistance to access to bank loan or private equity	

Performance Indicator Reference Sheet:	
1.4.1.2 VALUE OF CUSTOMER FINANCING NEED IDENTIFIED	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.4 Increased Access to Finance In the Agriculture Sector Resulting from the Activities of Private Sector Partners	
<b>Indicator Title:</b> Value of customer financing need identified	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Value of potential loans and other sources of financing identified by LF/AgBiz for customers from banks, micro-finance institutions, leasing agencies and other sources of credit (introductions, assistance in business plans and loan applications, etc.).</p> <p><b>Unit of Measure:</b> US Dollars</p> <p><b>Type:</b> Output (Custom Level Indicator)</p> <p><b>Disaggregated by:</b> Value Chain</p> <p><b>Rationale:</b> Value Chain participants improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> VC LFs using Quarterly Progress Report and selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> Quarterly Progress Report (for LAs) and selected Post Activity Evaluation Form (for all VC participants)</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, summarized annually</p> <p><b>Individual(s) Responsible:</b> VC LFs' M&amp;E designated person; at AgBiz: PSDS and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of value of customer financing need; VC LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by Access to Finance Lead Facilitator and AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0", benefits accrue only when value of customer financing need is identified	

Performance Indicator Reference Sheet:	
1.4.1.3 VALUE OF VALUE CHAIN PARTICIPANTS INVESTMENT STIMULATED	
<b>Strategic Objective:</b> Increased incomes for all types of participants in selected agricultural value chains	
<b>Intermediate Result:</b> 1.4 Increased Access to Finance In the Agriculture Sector Resulting from the Activities of Private Sector Partners	
<b>Indicator Title:</b> Value of value chain participants investment stimulated	
<b>Date Established:</b> June, 2011	<b>Date Last Reviewed:</b> October, 2012
<b>A. Description</b>	
<p><b>Definition:</b> Investments made by different participants (may include cash and material advances down to farmers) at the ISC Package level (assuming smallholders may not have cash to contribute until they have increased their incomes). Also, investment made by LAs for upgrading equipment, marketing, market assessments / strategies or any other investment related to increasing competitiveness, production and sales and cost-share in AgBiz supported activities</p> <p><b>Unit of Measure:</b> US Dollars invested by VC participants</p> <p><b>Type:</b> Output (Custom Level Indicator)</p> <p><b>Disaggregated by:</b> Value Chain</p> <p><b>Rationale:</b> Value Chain participants improve their productivity and sales, and in turn their competitiveness, by increasing investment in productive assets, improved technologies and management practices</p>	
<b>B. Plan for Data Collection</b>	
<p><b>Data Collection Method:</b> All LFs using Quarterly Progress Report and selected Post Activity Evaluation Form</p> <p><b>Data Source(s):</b> Quarterly Progress Report (for LAs) and selected Activity Post Evaluation Form (for all VC participants)</p> <p><b>Timing and Frequency of Data Collection:</b> Quarterly, summarized annually</p> <p><b>Individual(s) Responsible:</b> VC LFs' M&amp;E designated person; at AgBiz: PSDS and M&amp;E Manager</p> <p><b>Data Filing:</b> Location of the electronic files: L:\M&amp;E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
<b>C. Plan for Data Analysis, Reporting, and Review</b>	
<p><b>Data Analysis:</b> Simple count of value of investment stimulated; LFs assisted by AgBiz</p> <p><b>Presentation of Data:</b> Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p><b>Review of Data:</b> Reviewed quarterly, summarized annually by AgBiz</p> <p><b>Reporting of Data:</b> AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
<b>D. Performance Data Table</b>	
<b>Baseline value:</b> The baseline is "0", benefits accrue only when VC participant invest in productive assets or/and in AgBiz supported activities	





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